

COURSE PROPOSAL:

PROFESSIONAL ORIENTATION COURSE / DIRECTORATE OF ADMINISTRATION

(POC/DA)

A. HISTORY AND INTENT

In 1964, the need for specialized training for newly hired, junior Agency support officers was recognized and addressed by the inception of an eight-week training program designed specifically for junior support officers. This program was incorporated as one section of the Junior Officer Trainee (JOT) program. In 1969, with a change in policy reducing the number of Support Generalists, the JOT Support Officer Track was eliminated and responsibility for the training of junior officers was transferred to the individual support offices.

On 21 January 1983 the Deputy Director for Administration requested in a memorandum that the DA/CMO consider as a long range planning item (among others) the following:

- "1. ADD A SUPPORT TRAINING MODULE TO THE CAREER TRAINEE COURSE: In conjunction with the Office of Training and Education and the Office of Personnel, you should explore and report on the need for and the feasibility of adding a segment to the Career Trainee Program which would provide intensive support-related training to those new employees who have a high potential, not only for rapid career advancement, but also for overseas assignment. This course would be to give a professional introduction and familiarization with the full range of all DDA functions and procedures to our new high-potential employees who will be entering the Directorate through the Career Trainee Program."

The intent of this proposal is to describe, in general terms, one possible approach by which the concerns above could be addressed. The proposal as presented below is based on a series of premises which may need to be altered depending on the perceived

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needs of the Directorate and the resources available to be dedicated to the development of this program. These basic premises are as follows:

1. Number of trainees: 30-40 per year.
2. POC/DA to be integrated into the current Career Trainee Program.
3. Having completed the Career Trainee Development Course, at least two interim assignments, some operations training and the POC/DA, any further training of the DA CT will become the responsibility of the office to which the CT is to be permanently assigned.
4. Length of POC/DA: Approximately 20 training days (four weeks).

#### B. COURSE OBJECTIVES

1. The student will be able to demonstrate a thorough familiarity with the support functions of each of the Directorate of Administration's (DA) nine offices as well as the functions of the Office of the Deputy Director for Administration (DDA).
2. The student will be able to demonstrate a working knowledge of the DA's planning activities; each student will prepare a presentation in support of a specific DA activity and justify the need to continue the program.
3. The student will be able to demonstrate a working knowledge of the Agency's Budget and Finance functions, responsibilities and procedures.
4. The student will be able to demonstrate a functional knowledge of the Agency's basic computer systems.
5. In connection with one or more "In-Basket" exercises, each student will have prepared formal Staff Notes as produced in the DA.
6. The student will be able to demonstrate a basic understanding of the Agency's personnel management system, and will be able to distinguish between personnel requirements and personnel administration.

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C. PROGRAM AND COURSE STRUCTURES

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1. The POC/DA would be incorporated into the CTP in such a way that having completed some portion of the normal CTP, the DA participants would be split off onto a separate track. Since a significant part of the work of DA offices is support to DO overseas operations it would be appropriate for DA CT's to participate in the following course modules:
    - a. Career Trainee Development Course (10 weeks, unmodified)
    - b. Some amount of Field Operations Training (such as the one and one-half week )
    - c. 12 week DO Interim Assignment
    - d. Professional Orientation Course/Directorate of Administration (4 weeks)
    - e. 12 week non-DO Interim Assignment
    - f. Assignment of the CT to his/her home DA office for subsequent specialized training and one more Interim Assignment to be determined by that DA office
  
  2. The POC/DA itself should be developed in such a way as to maximize the involvement of the students in the functions and operation of the various DA offices. Thus, the course itself will probably be built around a number of exercises and in-basket problems which will demand the greatest possible student involvement and activity. As an initial cut at a course schedule, the following blocking of times (totaling 20 training days) may be considered:
    - 1/2 day - Introductions and Overviews
    - 1/2 day - Functions of the Office of the DDA
    - 2 days - Office of Communications (includes visits to remote sites)
    - 1 day - Office of Data Processing
    - 3 days - Training on Agency Computer Systems (this is in addition to the 20 hours of instruction they have already had on Word-Processing equipment during the CTDC)
    - 3 days - Office of Finance
    - 1/2 day - Office of Information Services
    - 2 days - Office of Logistics
    - 1 day - Office of Medical Services

- 2 days - Office of Security
- 1/2 day - Office of Training and Education
- 2 days - Office of Personnel
- 2 days - Final Exercise

#### D. ADMINISTRATIVE CONSIDERATIONS AND RECOMMENDATIONS

1. It should be recognized at the outset that a program based on exercises and in-basket problems as well as lectures, will take a considerable amount of time and effort to develop.

Recommendation: If a program such as the one proposed above is to meet its goals and objectives, one additional full-time professional plus a full-time clerical employee need to be allocated, to devote six months solely to organizing the course and preparing the training materials needed.

2. Emphasis in the course is to be placed on providing intensive support-related training to new high-potential employees who may possibly serve the Agency overseas. Also, the course will emphasize the functional training of the students and should not significantly overlap with specialized training the CT's will be given by specific offices after the completion of their second Interim Assignment.

Recommendation: The course speakers will need to be briefed in-depth about the goals and intents of the course, well in advance of their presentations. Also, there will need to be considerable coordination efforts made between the POC/DA course director(s) and the officers in the specific DA offices responsible for any subsequent specialized training.

3. The optimum class size for a program such as the one described above would probably be in the range of 20 - 25 students.

Recommendation: Depending on the numbers of CT's recruited to enter this track, the course should run once to twice per year, following the students' first Interim Assignments (with the experience gained from conducting other follow-on training programs, i.e. the Operations Course for DO-bound CT's and the Analysis Training Course for those going to the DI, it appears that the best learning takes place after at least one interim assignment).